

Volunteer to Career Evaluation Report

The Camden and Islington NHS Foundation Trust - August 2022

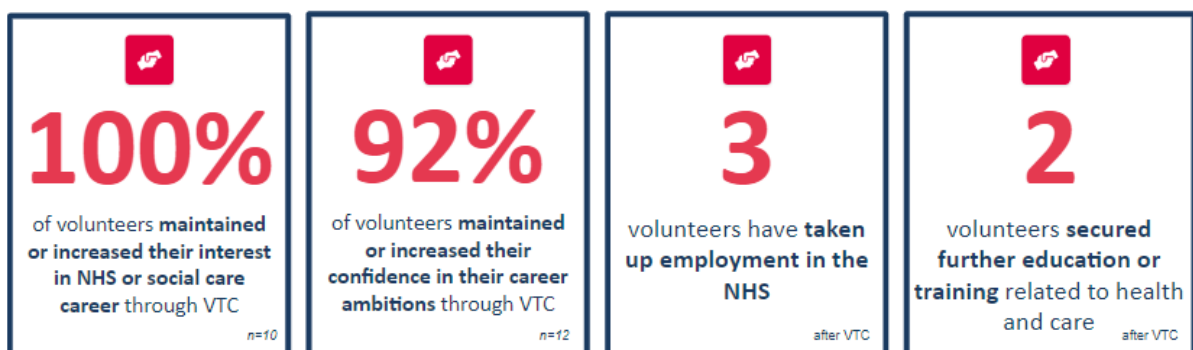
Executive Summary

The Volunteer to Career (VTC) programme is designed to support volunteers to pursue a career in health and care. Funded by the Burdett Trust for Nursing, Helpforce has worked alongside several NHS Trusts to set up and implement volunteering projects which incorporate career pathways for volunteers.

The overarching strategic aim of the programme is to positively impact NHS workforce recruitment needs at a local level through the design of VTC initiatives. By supporting individual volunteers to build experience that align with their career goals, the programme enables them to explore their health and care career interests, whilst simultaneously building a skilled potential workforce for the NHS. This is achieved through the delivery of a series of projects led by selected clinical leaders based on local clinical workforce needs.

The Camden and Islington NHS Foundation Trust run a Restraint Debrief Volunteer Service, in which volunteers with their own lived mental health experience support patients who have experienced restraint to have a debrief and talk about what happened from the patient's perspective. They chose this volunteer role and Peer Support Workforce roles as the original career pathway focus for their Volunteer to Career project between July 2021 and May 2022. But early in the project the Trust decided that the Volunteer to Career pathways and opportunities they were developing as part of the project should be opened up to be inclusive and accessible to all volunteers. 31 volunteers were recruited to the project and were provided with career support whilst undertaking their volunteering role, six of whom have now completed the VTC pathway.

A key success measure for the VTC programme is an increase in the number of volunteers who have an interest in pursuing a career in health and care after their volunteering experience. Through the Camden and Islington NHS Foundation Trust's VTC project...



The project has, therefore, not only resulted in confirmation of health and care career goals for volunteers, but for some has resulted in employment within the sector. Rosie, a VTC volunteer, reflected on her experience...



"Thanks to volunteering, I have worked with many amazing staff members, service-users and fellow volunteers. Not only have I been able to begin my career with help from the Volunteer to Career programme, I've grown immensely as a person in my own recovery, applied my volunteering to my degree and I've met inspirational people with whom I always hope to remain in contact with. To think, I started as a shop trolley volunteer and now I am a Peer Coach- thank you Helpforce and CANDI for this opportunity of a lifetime."

Rosie - VTC Volunteer

Through the VTC programme, the Camden and Islington NHS Foundation Trust has developed and further integrated the volunteering agenda into the Trust, encouraging strategic and operational change. The programme has also resulted in improved partnerships with local voluntary services, education and employment providers. Through a pre and post programme assessment, findings suggest...



When considering the impact the programme has made for volunteering within the Trust, the Patient Experience Manager - and leader of the VTC programme - reports...



"It's been fantastic to be a part of the Volunteer to Career programme with Helpforce and the other trusts involved. Working with our clinical lead and our steering group for the project has really enabled the value of volunteers to be further recognised within both clinical and corporate teams, moving Volunteer to Career up the agenda. The programme has ensured that volunteers are now considered a key part of our workforce and as potential future employees with the trust. We now have career pathways and support for volunteers who are interested in paid work with us that we didn't have before. From a volunteer perspective it has really been a privilege to support them and see they grow in confidence and witness their journey from valued volunteers into."

Patient Experience Manager - Volunteer to Career Project Lead

Additionally, staff members reported that the volunteer support gained through the programme has resulted in several benefits related to the quality of care and their working lives...



When reflecting on Rosie's story and the impact volunteering has had, the Trust's recovery lead further elaborated...

“Rosie's success at getting a paid role as a peer coach is strongly linked to the experience she has gained as a volunteer. She was successful at interview because she could generalise her experience in the restraint debrief team into a peer coaching role. She had demonstrated that she could communicate skilfully and positively in a professional context with vulnerable clients and with staff. Her volunteering seemed to give her a confidence in herself and her ability to take the next step in her career. Within the Trust and GP Federation, we are looking forward to her bringing that enthusiasm and skills to clients in the community.”

Recovery Lead

Through the programme, the Trust has further integrated volunteering into workforce strategies, developed career pathways for volunteers, and provided staff members with additional support to improve their working lives. The programme has also demonstrated that by creating volunteering roles with career pathways, volunteering opportunities can result in employment for volunteers.

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1. Introduction

The Volunteer to Career (VTC) programme is designed to support volunteers to pursue a career in health and care. Funded by the Burdett Trust for Nursing, Helpforce has worked alongside several NHS Trusts to set up and implement volunteering projects which incorporate career pathways for volunteers.

The overarching strategic aim of the programme is to positively impact NHS workforce recruitment needs at a local level through the design of VTC initiatives. By supporting individual volunteers to build experience that align with their career goals, the programme enables them to explore their health and care career interests, whilst simultaneously building a skilled potential workforce for the NHS. This is achieved through the delivery of a series of projects led by selected clinical leaders based on local clinical workforce needs.

In the first release of funding from the Burdett Trust for Nursing, five NHS Trusts were awarded grants to deliver a VTC programme for a 12 month period. The Camden and Islington NHS Foundation Trust run a Restraint Debrief Volunteer Service, in which volunteers with their own lived mental health experience support patients who have experienced restraint to have a debrief and talk about what happened from the patient's perspective. They chose this volunteer role and Peer Support Workforce roles as the original career pathway focus for their Volunteer to Career project between July 2021 and May 2022. But early in the project the Trust decided that the Volunteer to Career pathways and opportunities they were developing as part of the project should be opened up to be inclusive and accessible to all volunteers. 31 volunteers were recruited to the project and were provided with career support whilst undertaking their volunteering role, six of whom have now completed the VTC pathway.

2. Programme outcomes

The VTC programme has been designed to support organisation improvement across three key strategic components identified as essential to achieving systemic change:

- **Clinical Leadership** - Developing a network of senior clinical nursing leaders to harness their expertise to positively influence wider effective engagement, and ultimately adoption of, VTC projects.
- **Environment & Culture** - utilise best practice to raise the value of the volunteer workforce in the clinical environment to enhance the likelihood of volunteers wanting to adopt a clinical career.
- **Volunteer to Career Pathways** - Develop innovative and impactful volunteer roles and career pathways, linked to local recruitment needs, to encourage/ enable volunteers to use this as a route to a career in the NHS.

The overarching programme, therefore, supports a multitude of volunteer, staff, and organisational outcomes...



This evaluation will examine quantitative and qualitative feedback from both staff and volunteers to evidence the impact of the Volunteer to Career project on these outcomes.

The key evaluation questions for this project are:

- What is the impact of the Volunteer to Career programme on corporate behaviours towards volunteering?
- What is the impact of the Volunteer to Career programme in supporting individual volunteers to progress towards a career in health and care?
- What is the impact of the Volunteer to Career programme on front line staff members' view of volunteer services?

3. Methodology

Data for the VTC evaluation was collected from 3 sources; VTC tracker, staff surveys, VTC Maturity Self Assessment Tool.

The VTC tracker was designed to capture periodic feedback from volunteers on their career aspirations as they moved through the VTC programme. In the Camden Islington NHS Trust, 31 volunteers completed the VTC tracker at the start of their role, and feedback was provided at a later date by 12 volunteers. ***Please note:** due to the low volumes of subsequent feedback responses received from volunteers, we must use caution when drawing conclusions from the analysis.*

Staff surveys were completed at the start and near the end of the VTC project (referred to as pre and post surveys). In the Camden Islington NHS Trust VTC programme, 16 staff members completed the pre survey and 17 staff completed the post survey.

A 'VTC Maturity Self Assessment Tool' (referred to as SAT) was completed by the project's clinical lead at the start and then again near the end of their project. The tool measures the organisation against a series of identified categories and questions associated with their volunteering strategy. Also as part of the SAT, volunteers and clinicians are invited to complete some additional feedback surveys to provide insight into their perceptions of organisational change.

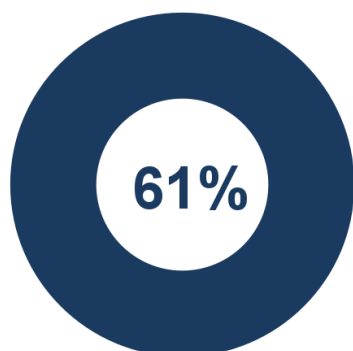
For more information on the methodology, please see [appendix A](#).

4. Evaluation findings

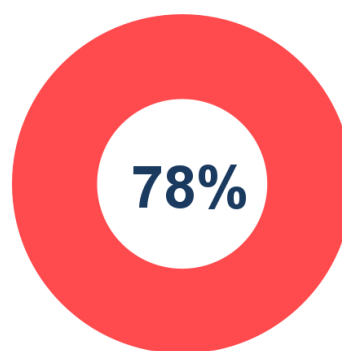
What is the impact of the Volunteer to Career programme on corporate behaviours towards volunteering?

Through the delivery of the VTC programme, organisational improvement across strategic components of the volunteering agenda was assessed. As discussed in the methodology section of this report, the Camden and Islington NHS Foundation Trust completed a self-assessment process (SAT) to determine a baseline and subsequent improvements in the integration and success of volunteering services through the VTC programme.

First SAT Overall Score

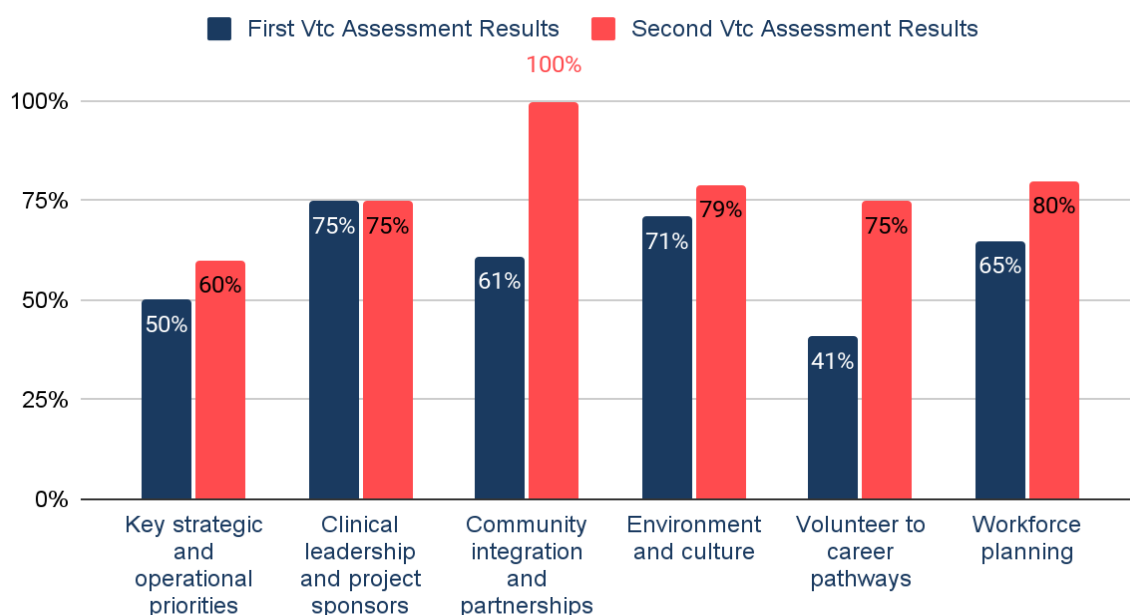


Second SAT Overall Score



After completing the VTC programme, the Camden and Islington NHS Foundation Trust has shown an increase in the overall SAT score, improving from 61% to 78%. Similar to the positive change in the overall SAT score results, the Trust also scored higher or maintained their scores from the first to the second assessment in each element of organisational improvements for volunteering.

First and Second SAT Scores Overview



The impact of VTC on key strategic and operational priorities of volunteering



In the key strategic and operational priorities related to the volunteering agenda, the Camden and Islington NHS Foundation Trust improved its score from 50% to 60%. After the VTC programme, the volunteering agenda is reported to be integrated within the Camden and Islington NHS Foundation Trust's HR and/or workforce strategies. According to the final level achieved, the HR and workforce strategies are not yet being delivered through business and operational plans. However, the organisation's business/operational plans have some clear performance indicators specified to measure the success of

volunteering. The Voluntary Services Department at the Camden and Islington Trust sits under the Nursing & Quality Directorate department and currently supports some departments in delivering business plans.

The impact of VTC on clinical leadership and project sponsors in volunteering

The overall scores in SAT assessment before and after the VTC programme stayed the same at 75%, which can be considered a high level of clinical leadership involvement in volunteering. Clinicians at the Trust are reported to be continuing to show an interest in volunteering while some of the clinical teams have been working directly with volunteers.



The impact of VTC on community integration and partnership

In the community integration and partnership element of VTC, the Camden and Islington NHS Foundation Trust scored 100% in the second assessment and showed the greatest improvement in all sections, increasing from a score of 61% in the original assessment.



At the final stage of the VTC, The Trust now has a good foundation and formal partnership agreements in place with local voluntary services and has formal or mainly formal active career pathways in place. They are also benefiting from relationships with education and employment support providers and working together for developing sustainable volunteer career pathways.

The impact of VTC on environmental culture in volunteering



There has been an increase in the environmental culture element of the volunteering agenda after the VTC programme was completed. The Camden and Islington NHS Foundation Trust has demonstrated an improvement in the scores from 71% to 79%.

In the second assessment, it was shown that the organisation has multiple policies and processes in place to protect and support volunteers, creating an excellent foundation for establishing an environment where volunteers are treated fairly and respected.

In addition, by the end of the programme the Camden and Islington NHS Foundation Trust also has mentoring programmes in place for volunteers which is an enabler for creating a nurturing environment and culture.

Through the staff feedback mechanism in SAT, clinical leaders reported they have some recognition of/place value on volunteers as a potential future workforce. They are also increasingly promoting the benefits of volunteering to the wider workforce as a result of VTC. However, through the volunteer feedback mechanism, volunteers reported feeling only somewhat valued as part of the future workforce. This may be driven by the responsibilities volunteers undertake or as a result of there being limited room for growth/clarity on career opportunities.

The impact of volunteers is now being measured and recognised in the Trust. Being able to evidence the impact of volunteer to career initiatives is an important part of demonstrating the value to secure funding, changing behaviours, and influencing stakeholders.

The impact of VTC on the volunteer to career pathways

In the career pathway element of the volunteering agenda, the Camden and Islington NHS Foundation Trust scored higher than the first assessment which then demonstrates that the VTC programme had a positive impact on developing more support for volunteers in pursuing a career in health and care. It was shown that volunteers at the Camden and Islington NHS Foundation Trust were always given access to career pathways which is a great opportunity for both volunteers and the Trust.



At the final stage of the programme, volunteers are now regularly made aware of the career opportunities available within the organisation and volunteer job roles are occasionally designed as part of a wider career path. The Camden and Islington NHS Foundation Trust also often keeps in touch with volunteers and continues to offer

support during their professional training in health and care after they have left their volunteering role.

The impact of VTC on workforce planning



In the workforce planning element of the volunteering agenda, the Camden and Islington NHS Foundation Trust has shown an increase in their scores and improved from 65% to 80%.

After the VTC programme, it was demonstrated that protocols are in place and well established to ensure volunteers are managed effectively, providing a strong foundation for developing skills and experience relevant to health and care careers. Career support is now routinely provided for volunteers in the organisation which can help influence their choice of the

future role and create a greater chance of them securing their future paid employment within the Trust.

Relevant training and induction processes are available to all volunteers which enables them to effectively undertake their roles. This is an investment in volunteer induction and training is an important part of maximising the value of volunteering in organisations. It is also related to increasing volunteer retention through feeling valued, being part of the team, and being equipped to complete their roles. In return, hospital staff see the commitment, skills, and capability and treat volunteers as team members. At the Camden and Islington NHS Foundation Trust, staff members now are directly involved with volunteer inductions which means volunteers will feel more valued and skilled to deliver their roles.

The organisation's workforce plans do not currently identify volunteers as a solution to addressing local workforce needs completely. At the end of the VTC programme, HR do not currently oversee workforce programmes that integrate volunteering. However, the volunteer service team has been actively working with the HR directorate to explore opportunities for integrating volunteering within workforce programmes e.g in transformation projects and recruitment campaigns.

It is estimated that between 11% and 20% of volunteers become employees each year at the Camden and Islington NHS Foundation Trust, illustrating that there are indeed opportunities for individuals to progress from volunteer to career.

What is the impact of the Volunteer to Career programme in supporting individual volunteers to progress towards a career in health and care?

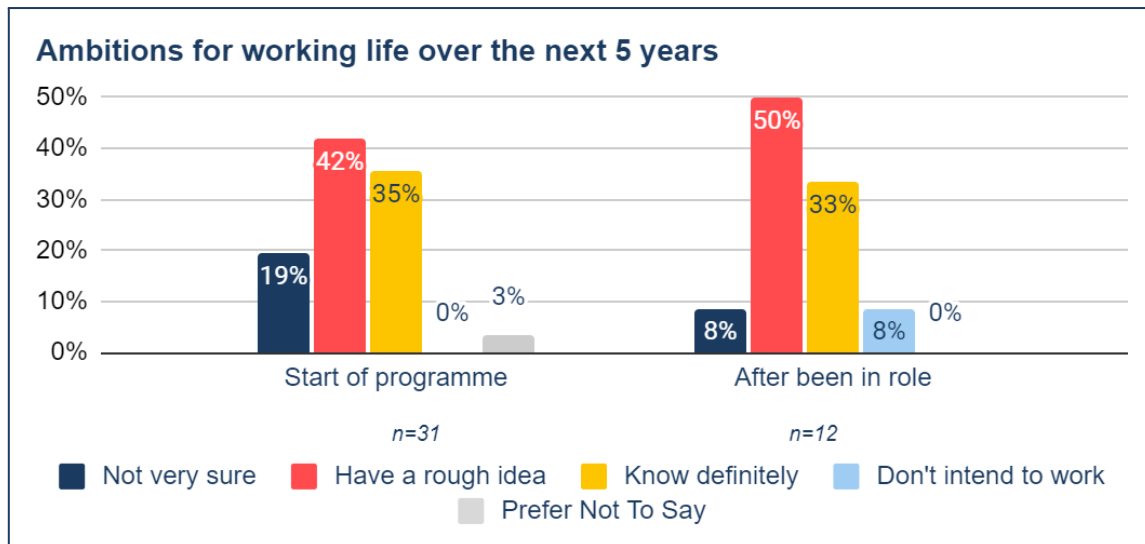
Through this evaluation, The Camden and Islington NHS Foundation Trust Team hoped to understand the experience of individuals who volunteered in the VTC programme and their progress toward a career in health and care. The trust provided volunteers with the option to be provided with a volunteer to career support plan, and various support sessions to assist them on their career pathway. During the project delivery period...



Volunteers were asked to periodically provide feedback on their career ambitions, confidence and interest in working within the health and care sector.

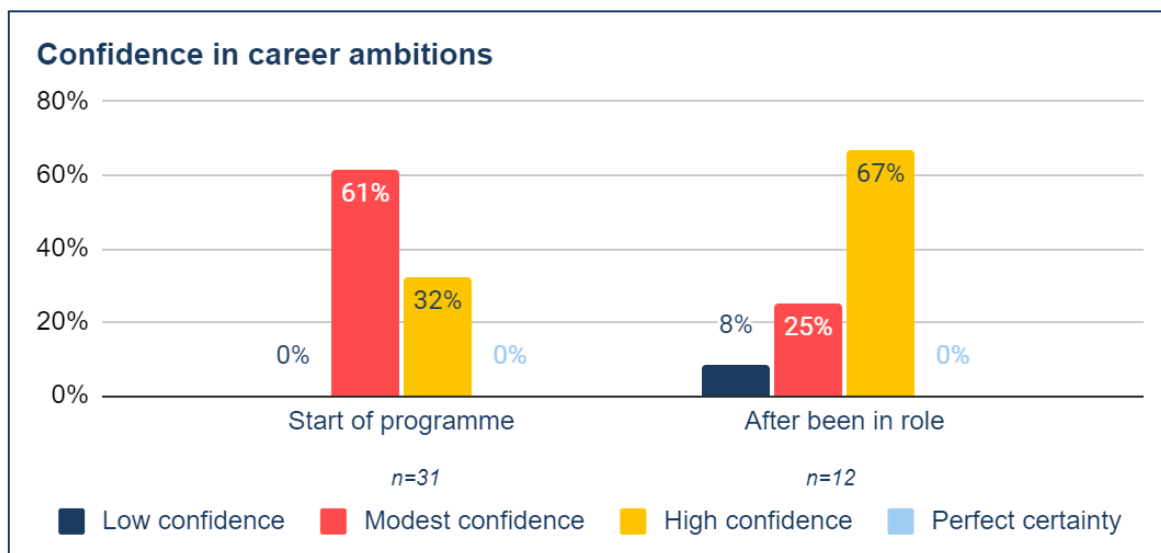
Please note: we must use some caution in drawing confirmed conclusions from the following analysis. Due to the low number of follow-up responses, we cannot make direct comparisons in volunteer feedback. Findings should therefore be used as an indication, rather than a confirmed outcome.

At the start of the programme, 42% of volunteers stated they had a rough idea of what they wanted to achieve within their working lives over the next 5 years, with a further 19% of individuals being unsure. After they had been in their volunteering role for at least 3 months, analysis of volunteer feedback indicates that proportionally more volunteers have a rough idea of what they would like to do in their careers, increasing to 50%. The proportion of individuals who know exactly what career they would like to pursue remains relatively consistent throughout the programme, taking a slight dip from 35% or 33% of individuals pre and post starting in their volunteering role respectively.



For the individuals for whom we have data, almost 82% maintained their ambitions for their working roles as they continued on the career pathway¹. However, 2 individuals reported they were less certain.

At the start of the programme, the majority of volunteers stated they had a modest degree of confidence in these career ambitions (61%), with 32% stating they had high confidence in them. As the programme progressed, we see an increase in the proportion of volunteers gaining confidence in their career ambitions, with 92% of volunteers stating they either have high or modest degrees of confidence.

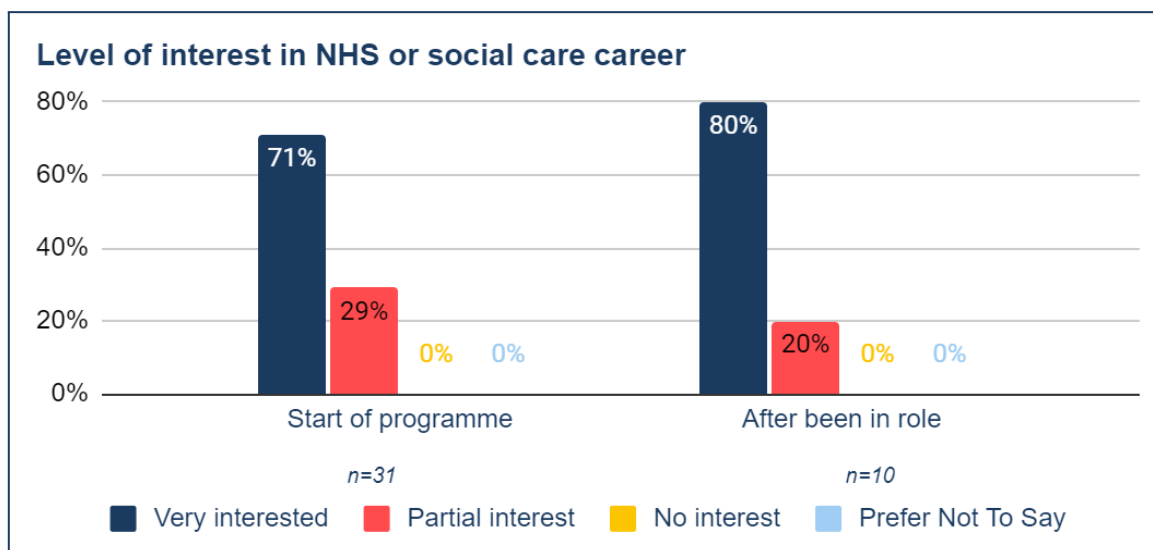


For the individuals for whom we have data, almost 50% maintained their confidence in their career ambitions as they continued on the career pathway². A further 42% became more confident. However, 1 individual reported they were less confident.

¹ n=11

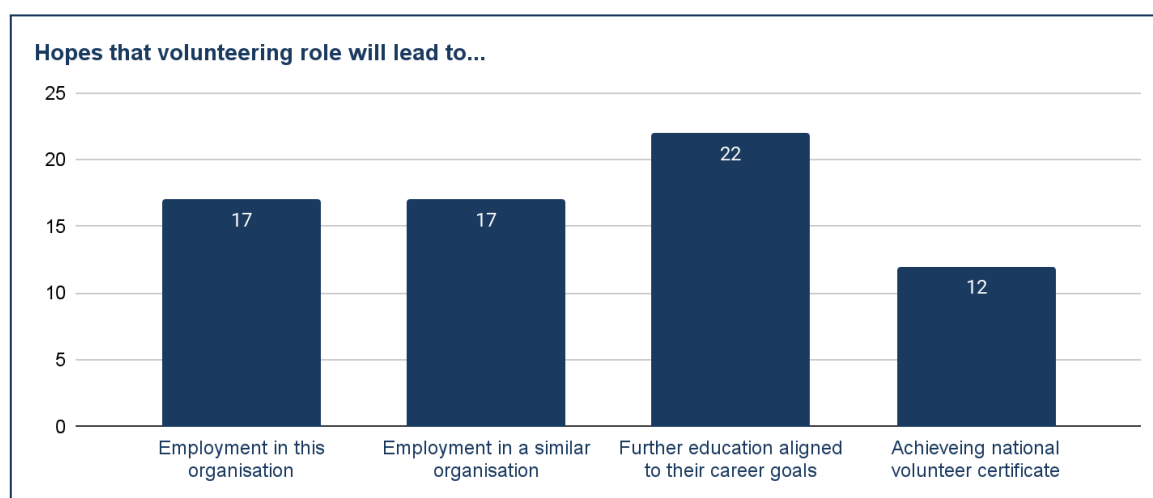
² n=12

Due to their lived experience of being a patient at The Camden and Islington NHS Foundation Trust, many of the VTC volunteers started their volunteering role with the hope of pursuing a career in health or care. At the start of the programme, the majority of volunteers stated they are very interested in an NHS or social care career (71%). This increased to 80% of volunteers as they continued in their volunteering roles.



100% of volunteers for whom we have data either maintained or increased their interest in an NHS or social care career as they undertook their VTC role.

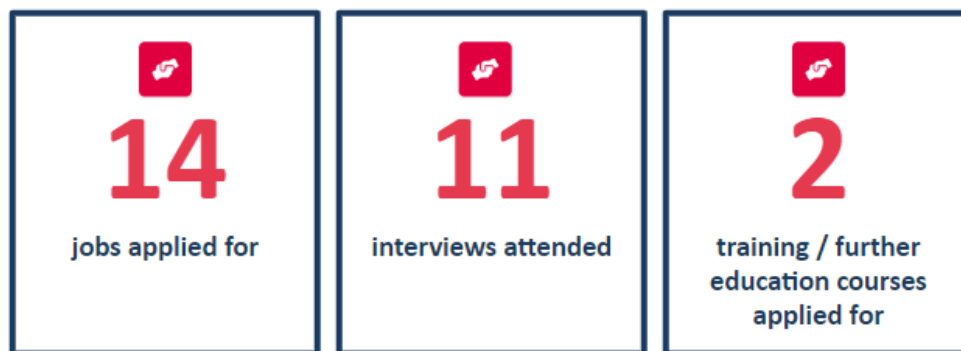
Volunteers were also asked about the extent to which the volunteering role would result in certain outcomes related to their careers, future education, and training. Volunteers reported...



More than half of the VTC volunteers (17 of 31 volunteers) hope that their volunteering role leads to employment in this or another health or care organisation. For the employment hope in this organisation, 73% of volunteers have maintained their opinions, while for employment hope in a similar organisation, 58% of volunteers have maintained their opinions³. 71% of VTC volunteers hope that their volunteering role leads to further education aligned with their career goals, 58% of whom have maintained their opinions⁴. Additionally, 12 individuals were interested in achieving a national volunteering certificate through their role.

The data, therefore, suggests that the VTC programme attracts mainly individuals who had a predetermined interest in health or social care-related further education, however, has also had an impact on changing these views.

Through the VTC programme and the career support provided, volunteers applied for 14 jobs and attended 11 interviews. Additionally 2 training/further education courses were applied for, including a Mental Health Nursing Degree and Psychotherapy Training.



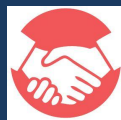
These applications resulted in 3 volunteers securing jobs in the NHS, 3 volunteers secured work in other sectors, and 2 volunteers secured placements in further education / training courses.



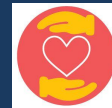
³ n=11

⁴ n=12

Volunteers provided additional insights into their experience of receiving career support through the VTC programme...



Rosie's Story



"My own lived experiences of mental health have led me to study Psychology with the aim of helping others in need. I later discovered volunteering opportunities at Camden and Islington NHS Foundation Trust. I ended up achieving so much more than I could've ever imagined thanks to Helpforce's Volunteer to Career programme. All throughout my time as a volunteer, career pathways have been an integral aspect of conversation, with catch-ups and monthly surveys volunteers can complete to indicate which pathways we are interested in.

I started my volunteering journey with the Shop Trolley role. Following this, I've also taken on Restraint Debrief and Befriending roles. All three roles have been fundamental in providing me with real-life hospital experience, in a team whereby I feel valued and respected. My roles have helped me learn some of the most important skills within mental health including compassion, empathy and active listening. All three roles have also enabled me in achieving my new paid role as a Peer Coach. This was one of the many roles my manager Joanne Scott had sent me over the past year and instantly, it felt like the perfect job for me. During the recruitment process, Joanne had given me 1-1 support as well as online interview preparation courses. This support, paired with all the skills I had already learned in my first year of volunteering truly gave me the confidence when applying for my new role. Applying for a role within mental health can be daunting. However, as I was applying within a Trust I already had so much volunteering experience in, I believed illustrated my dedication and passion for the roles I do.

Thanks to volunteering, I have worked with many amazing staff members, service-users and fellow volunteers. And thanks to the Volunteer to Career programme, I've been able to utilise all my transferable experience for the Peer Coach role, within a Trust I truly already felt a part of. Not only have I been able to begin my career with help from the Volunteer to Career programme, I've grown immensely as a person in my own recovery, applied my volunteering to my degree and I've met inspirational people with whom I always hope to remain in contact with.

To think, I started as a shop trolley volunteer and now I am a Peer Coach - thank you Helpforce and CANDI for this opportunity of a lifetime."

Rosie - A VTC volunteer who has now secured employment in the NHS.

When reflecting upon Rosie's journey (as detailed in above) the Trust's Recovery Lead reflected...



"Rosie's success at getting a paid role as a peer coach is strongly linked to the experience she has gained as a volunteer. She was successful at interview because she could generalise her experience in the restraint debrief team into a peer coaching role. She had demonstrated that she could communicate skilfully and positively in a professional context with vulnerable clients and with staff. Her volunteering seemed to give her a confidence in herself and her ability to take the next step in her career. Within the Trust and GP Federation, we are looking forward to her bringing that enthusiasm and skills to clients in the community."

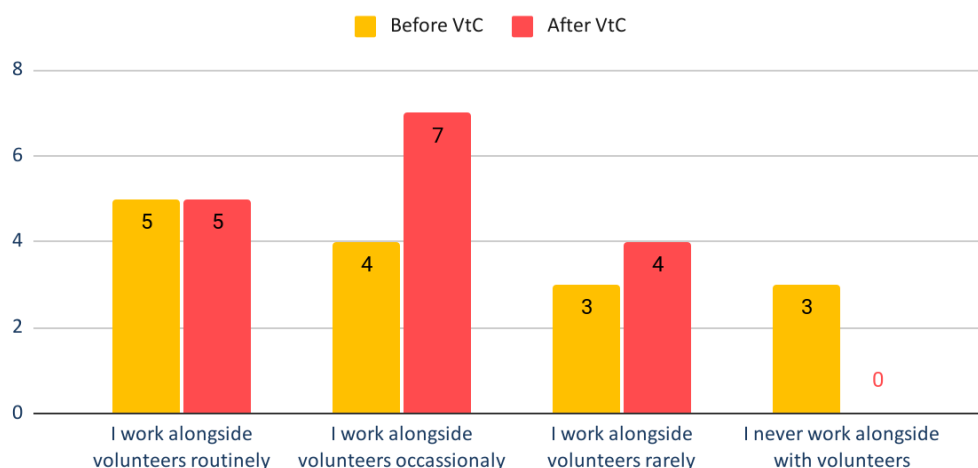
Recovery Lead

What is the impact of the Volunteer to Career programme on front line staff members' view of volunteer services?

Two key anticipated outcomes for the VTC programme on front line staff members are increasing the knowledge of, interest in, and use of volunteer services, and increasing confidence that volunteer roles are adding value. Staff members were asked how much they agreed these outcomes were achieved by the programme overall.

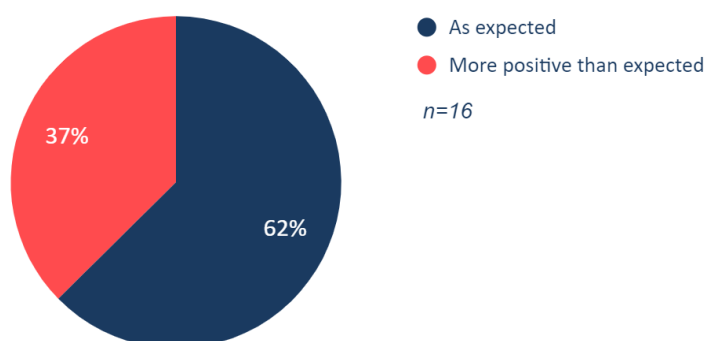
Staff working with volunteers before and after the VtC Programme

pre VTC n=15, post VTC n=16



Through the VTC programme, an increase in the number of staff members working with volunteers was observed. Before the programme, 3 of 15 staff members shared that they never work alongside volunteers, however, after the programme this reduced to zero members of staff.

Staff experience with volunteers after the VtC programme



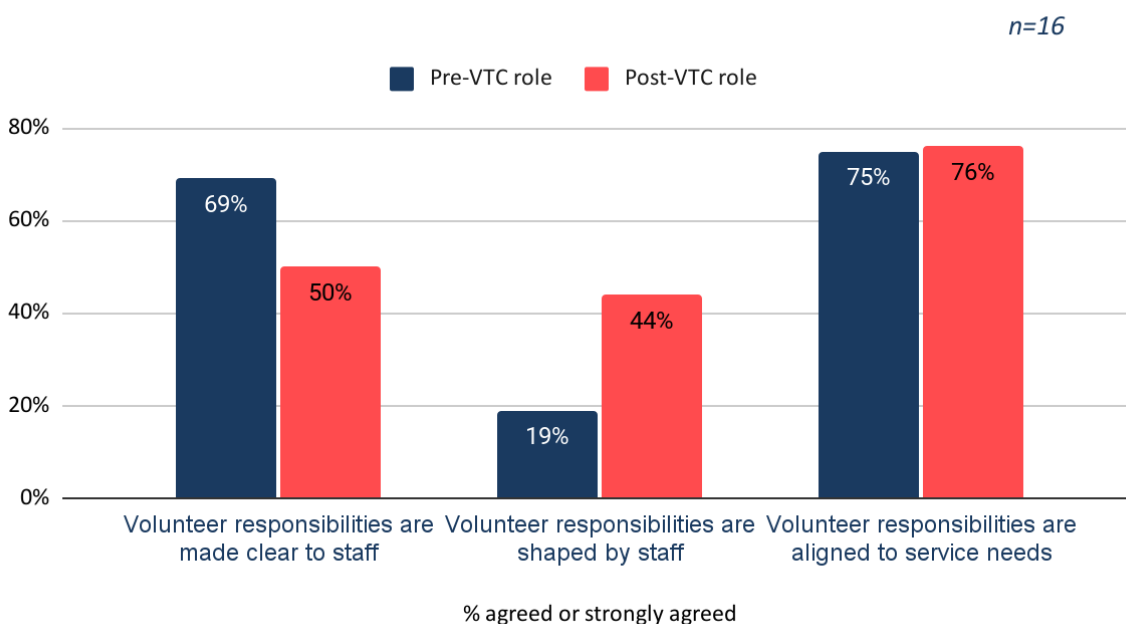
When staff members were asked about their experience with volunteers in the VTC programme, 100% of staff members reported their experience was as or more positive than expected. None of the staff members rated their experience as negative.

Staff members further reported they had enjoyed working alongside volunteers and supporting them to develop skills...



Staff views on how well volunteer responsibilities are aligned to service needs were maintained through the programme. However, staff felt more could be done to incorporate their views into how volunteer roles could be delivered to meet the needs of the clinical teams...

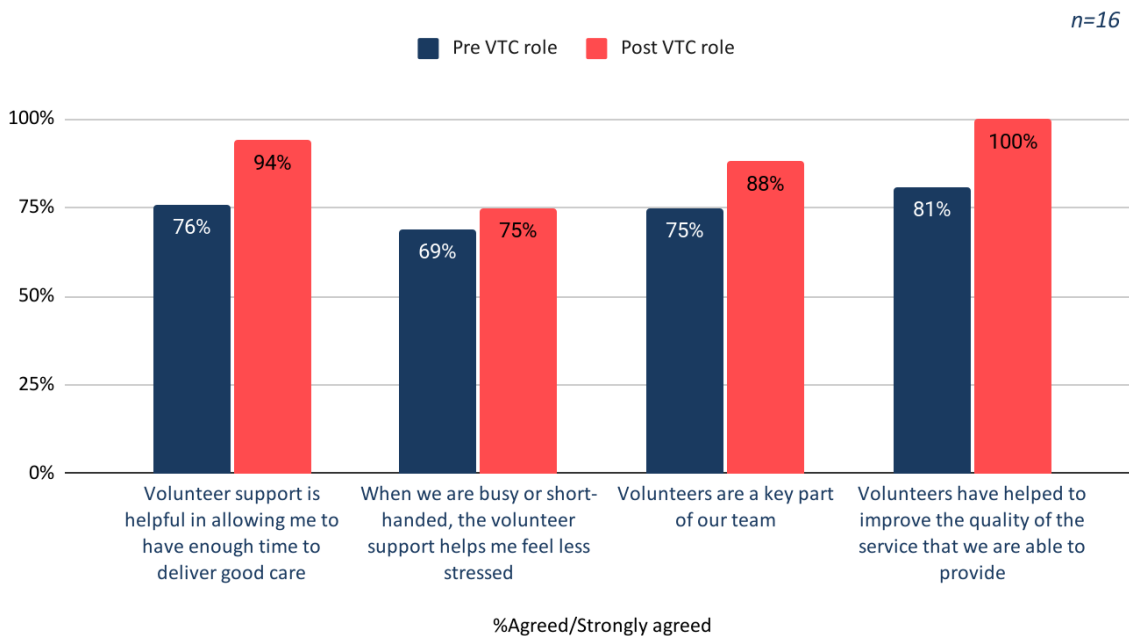
Staff views on volunteer responsibilities



Post the VTC programme, we saw a 19% decrease in the number of staff members who agreed or strongly agreed that they were clear on volunteer responsibilities. Whilst we did see an increase of 28% post programme, only 44% of staff felt that the volunteer role had been shaped by staff, thus suggesting staff could be more included in the development of roles and their alignment to clinical needs.

When asked about the impact of volunteering support, in every indicator we saw an increase in positive perceptions of the impact between the pre and post-VTC staff feedback surveys...

Staff perceptions on the impact of volunteer support - pre and post VTC programme



In the post-VTC survey, 100% of the staff members who had worked with volunteers reported it helped them to improve the quality of their service, an increase of 19% from the pre-survey. We also saw an increase of 18% of staff agreeing or strongly agreeing that volunteer support was helpful in allowing them time to deliver good care, a 13% improvement in perceptions of volunteers being a key part of the team, and a 6% improvement in perceptions of volunteers supporting staff to feel less stressed when they were short-handed or busy.



Staff members were also asked about the impact volunteer support had had on their available time. 11 of 16 staff members (69%) agreed that volunteers freed up some time for them. No staff members reported volunteers generated extra work for them.

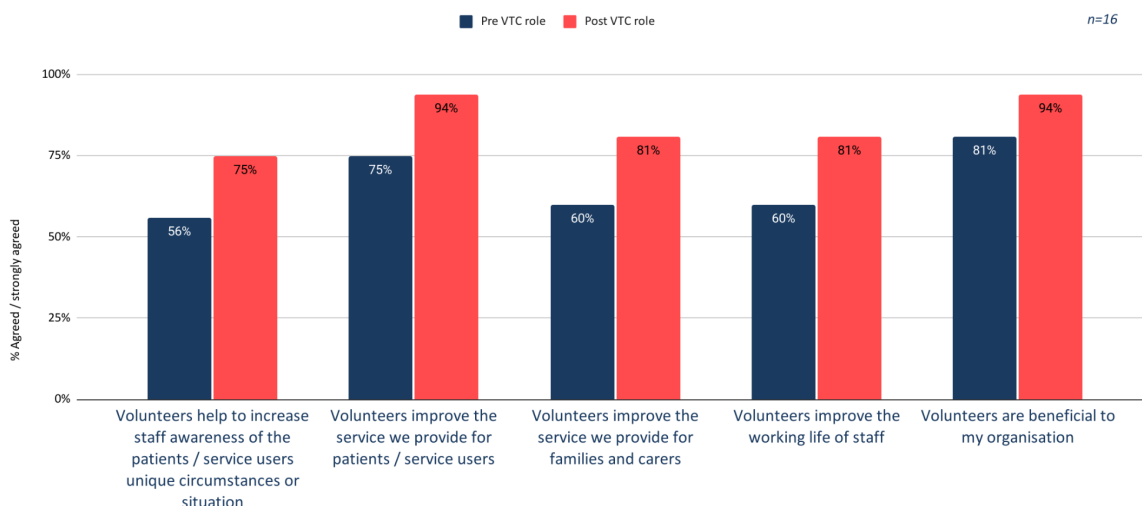
50% of staff members who agreed that volunteers freed up some time for them shared that they were able to support more patients, and 17% of staff members told us they were able to spend more time on patients with higher needs thanks to volunteering support. 25% of staff reported volunteer support allowed them to feel less rushed/take a break.⁵

Staff members were also asked to rate on average how much time volunteers freed up their time, and it has been demonstrated that 63 minutes average of staff time saved per interaction/during their shifts by volunteers.

Staff members were asked further questions about their perceptions of volunteering on patients, families/carers and the organisation. Again, an increase was noted in the positive responses for each question...



Staff perceptions of the impact of volunteer support on their service- pre and post VTC programme



In the post-VTC survey, 94% of the staff members who had worked with volunteers reported it helped them to improve the service provided to patients, an increase of 19% from the pre-survey. We also saw an increase of 21% of staff agreeing or strongly agreeing that volunteers improved the support provided to families/carers, and a 19% improvement in perceptions of volunteers helping increase staff awareness of patients' unique circumstances.

An additional 13% of staff members agreed or strongly agreed that volunteers are beneficial to the organisation after the VTC programme. Further, a 21% increase was noted in the number of staff who agreed volunteers improve the working lives of staff.

⁵ n=12

We can therefore conclude...

- Staff would benefit from having clearer communications about the purpose of the volunteer role, and being involved in shaping / designing those roles.
- However, overarchingly the data illustrates staff perceptions of the possible impact of volunteers have improved throughout the course of the programme with many more staff members now using and benefiting from volunteer services.

5. Conclusion

Our evidence suggests that the overarching VTC programme holds many positive outcomes for the Trust. Indeed, 100% of the staff members who had worked with volunteers reported that it helped them to improve the quality of their service. Further, 94% of the staff members reported that volunteer support allowed them to have enough time to deliver good quality care and volunteers are beneficial for the organisation. It was shared that volunteers saved up 63 minutes on average of staff time per interaction/shift. Through the VTC programme, an increase in the number of staff members working with volunteers was noted and 100% of staff members reported their experience was as or more positive than expected.

The VTC programme also provided many positive outcomes for volunteers who participated in the programme. The programme had a positive impact on increasing the level of interest to work in the NHS and in social care. Indeed, at the start of the programme, the majority of volunteers stated they are very interested in an NHS or social care career (71%). This increased to 80% of volunteers as they continued in their volunteering roles. Furthermore, as the programme progressed, we saw an increase in the proportion of volunteers gaining confidence in their career ambitions, with 92% of volunteers stating they either have high or modest confidence.

The VTC programme also has resulted in volunteers gaining employment in the NHS and different organisations. Through the programme and the career support provided, volunteers applied for 14 jobs, attended 11 interviews, and applied for 2 training/further education courses in total. Therefore, 3 volunteers secured jobs in the NHS, and 3 volunteers started their roles in various sectors (unrelated to health and care).

In addition, the VTC programme has yielded positive outcomes for organisational change in the Trust. After the programme, the volunteering agenda was integrated within the Camden and Islington NHS Foundation Trust's HR and/or workforce strategies. The Trust maintained a good level of clinical leadership involved in volunteering through the programme.

The Trust also has shown a great improvement in community integration and partnerships, scoring 100% in the second SAT assessment, an improvement of 39% from the first assessment. The Trust is clearly benefiting from formal relationships with education and employment support providers and local voluntary sector organisations as a result of VTC. There has been an increase in the environmental culture for volunteering as the Trust has demonstrated an improvement in the scores from 71% to 79%.

At the end stage of VTC, the Trust has multiple policies and processes in place to protect and support volunteers, creating an excellent foundation for establishing an environment where volunteers are treated fairly and respected. It was also demonstrated that volunteers at the Camden and Islington NHS Foundation Trust were given access to career pathways; protocols are in place and well established to ensure volunteers are managed effectively, providing a

strong foundation for developing skills and experience relevant to health and care careers. Career support is now routinely provided for volunteers in the organisation which can help influence their choice of the future role and create a greater chance of them securing their future paid employment within the Trust.

The insight and impact work conducted on the Volunteer to Career Programme at The Camden and Islington NHS Foundation Trust demonstrates the value volunteering in health and care can bring to staff, volunteers and the organisation. By working alongside staff, volunteers can positively contribute to several elements of the Trust's operations including workforce planning. The programme has also demonstrated that by creating volunteering roles with career pathways, volunteering opportunities can result in employment for volunteers.

6. Appendices

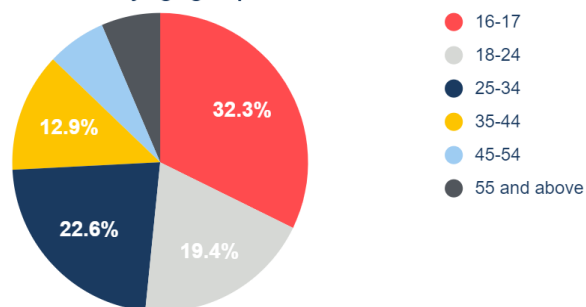
Appendix A - Additional methodology information

- VTC Tracker

Upon starting the role, volunteers were asked to provide feedback on their career aspirations and confidence in these ambitions. At periodic intervals, volunteers were then asked the same questions to see if there had been any changes for them as they continued on their volunteering journey. In the Camden Islington NHS Trust, 31 volunteers completed the VTC tracker at the start of their role, and feedback was provided at a later date by 12 volunteers. For the purpose of this evaluation report, the first and final feedback received from the volunteer has been used in this evaluation report.

Please note: due to the low volumes of subsequent feedback responses received from volunteers, we must use caution when drawing conclusions from the analysis.

Number of volunteers by age group



The majority of the volunteers in the VTC programme were aged between 16-17 (10 volunteers, 32%); while 6 volunteers were aged between 18-24 (19%) and 7 volunteers were aged between 25-34 (22%).⁶

- Staff pre and post-surveys

An online survey tool was designed to capture feedback from staff at the start and near the end of the VTC project. The survey incorporated standardised questions related to the programme alongside opportunities to provide feedback on anticipated staff, volunteer, and organisational outcomes.



In the Camden Islington NHS Trust VTC programme, 16 staff members completed the expectations survey at the start, and 17 staff completed the feedback survey at the final stage of the programme.

⁶ (N=31).

For both surveys the majority of responses were received from registered nurses/midwives (pre-VTC staff expectations survey - 11 of 16 responses; post-VTC staff feedback survey, 9 of 17 responses). Responses were also received from:

- Nursing or healthcare assistants (2 - pre-VTC, 4 - post-VTC survey);
- Allied health professionals/healthcare scientists/scientific and technical (1 - pre-VTC, 1 - post-VTC survey);
- Volunteer team (1 - pre-VTC, 1 - post-VTC survey);
- General management (1 pre-VTC).

- Pre and post self assessment results

Using a 'VTC Maturity Self Assessment Tool' (SAT), the clinical lead for each organisation measured their organisations against a series of identified categories and questions associated with their organisation's volunteering strategy. These are:

1. Key strategic and operational priorities
2. Clinical leadership and project sponsors
3. Community integration and partnerships
4. Environment and culture
5. Volunteer to career pathways
6. Workforce planning

The assessment was undertaken at the start and then again near the end of their project to see if there had been any improvement in these indicators of integration and success of volunteering services within the Trust.

Also as part of the assessment, volunteers and clinicians are invited to complete some additional feedback surveys to provide insight into their perceptions of organisational change in these areas.

Appendix B - Rosie's case study

"Volunteering helped me to find where I really want to be" - Rosie's Story

After having lived experience of mental health herself, Rosie wanted to give something back and make a positive impact on others. So the property management student quit her study and became a volunteer for a mental health trust in London.

Rosie Sullivan, who has just completed her second year studying psychology at university, began volunteering around a year ago with Camden and Islington Foundation NHS Trust. The 24-year-old student said: "I manage a shop trolley at St Pancras and Highgate and I work as a befriender on Montague Ward. I also do restraint debrief, which is when someone is restrained and we try to make that person's time with us as positive as possible. My role involves socialising and interacting with people who use our mental health services - it's so rewarding to have human-to-human contact and see their progression."

In addition to this, her voluntary role complements her studies. Rosie says her role is the perfect way to gain a first-hand insight into the subject and explore different paths for her long-term career, which she believes gives her an advantage over her fellow students at university.

Rosie is one of many volunteers across the UK who are a part of Helpforce's 'Volunteer to Career' programme, which supports a number of NHS organisations to fast track volunteers into healthcare careers, thereby helping to create a skilled workforce and offering a solution to the ongoing staffing challenges. The programme also ensures that clinical leads are closely involved, so that volunteers can have hands-on experience and guidance within clinical environments.

Rosie describes what it's like to support people who use the mental health services, the challenges she has faced and how it has developed her professional skills:

"When you walk onto the ward, you never know what you're going to see and that can be challenging. I have learned to be mindful of what I say to people to ensure I do not say anything triggering or sensitive, which is a very important skill. I work within the most amazing team and my volunteering has given me the opportunity to network with other leaders within the trust, which I hope will open doors for me in the future. Although I consider my volunteer role a small part in the trust, it's rewarding to see the impact of my help and experience on others and I believe that volunteering can lead you to new opportunities in the future."

As a direct result of her voluntary work, Rosie has acquired a new paid role as a Peer Coaching worker. The role involves seeing people who use the service in a variety of venues, from participating GP practices to home visits, to identify what is most important to them and improve their health and wellbeing. Speaking about her new role, Rosie told us how her voluntary work gave her the knowledge and the confidence to apply: “For me personally, my volunteering helped me find where I really want to be.”

Joanne Scott, Voluntary Services Manager at the trust, shared her thoughts of working on the Volunteer to Career programme and the opportunities it creates for both the trust and volunteers:

“It’s been fantastic to be a part of the Volunteer to Career programme with Helpforce and the other trusts involved. Working with our clinical lead and our steering group for the project has really enabled the value of volunteers to be further recognised within both clinical and corporate teams, moving Volunteer to Career up the agenda. The programme has ensured that volunteers are now considered a key part of our workforce and as potential future employees with the trust. We now have career pathways and support for volunteers who are interested in paid work with us that we didn’t have before.

“Volunteers can apply for job vacancies that are advertised internally, as well as roles advertised externally; they can access a career conversation with the Voluntary Services team, Interview Excellence training, and coaching support from our Organisational Development team. It has been really rewarding to see and support volunteers, such as Rosie, to grow and develop in their volunteer roles with us and then go on to achieve their aspirations to secure a permanent paid role with us, especially when you know they are such an asset to the organisation.”